
Evaluation Guide

Investment Programmes

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Introduction

Arts & Business has one overriding aim – to help develop sustainable, mutually beneficial partnerships between business and the arts. We seek to do this by providing financial incentives to encourage businesses to try something new with the arts – forming wider, deeper and more ambitious partnerships with arts partners.

We are particularly concerned that any project we approve has clear objectives and a methodology in place to measure to what degree these objectives are being met. This guide is designed to give practical advice to arts organisations and their business partners as they plan and carry out that evaluation.

To help you, we have included an example of a completed Evaluation grid and an example of a simple questionnaire for projects around Brand and Marketing, Corporate Social Responsibility, Staff Involvement, Arts Based Training, Corporate Art Collections, and Corporate Hospitality.

Whilst the purpose of this publication is to provide practical assistance in evaluating your Arts & Business project it should not be regarded as definitive. The examples given of measuring and monitoring are applicable to a wide range of activities and should be treated as suggestions that can be adapted according to the nature and size of your project. You should discuss the evaluation methodology for your project with your Arts & Business Project Manager.

Why Evaluation?

The success of a project can be judged primarily on the changes it makes and the impact it has on the partners, their people and their activities. Evaluation will help you to judge this. The actual process of undertaking evaluation can be valuable too, as it contributes to effective project management and can help the partner organisations learn and improve their practice.

There are benefits to the partners:

- You can use the evaluation to report to other funders and stakeholders – demonstrating that you are making effective use of your resources and are exploring imaginative new ways of working and raising money.
- Evaluation can show the business partner that its investment in the project was successful and encourage it to make additional investments in the arts.
- The process of evaluation will help organisations identify and obtain information that might otherwise not be generated or could be lost. Reliable and comparable information can be used by the organisation, and others, to plan future projects.

Evaluation will also enable Arts and Business to:

- know how effectively the aims and objectives of your partnership have been met;
- provide evidence in a consistent way that we can use to compare the many and diverse projects financed by the scheme;
- provide evidence that can be used to convince other businesses and funding bodies of the value of investing in the arts.

In summary, evaluation is a vital part of good project management, helping organisations to shape better projects, learn from experience, gain new skills, allow for comparisons with similar projects and assess outcomes against investments.

Quick Evaluation Guide – Brand & Marketing

Aims

It's the prime purpose of the project and the changes you hope to achieve as a result of your work

Objectives

These are the specific things the partners want to achieve, and can be seen as the steps to be taken to achieve the overall aim. Objectives describe the areas of activity you will undertake to achieve your aims. Objectives should be *SMART* – *Specific, Measureable, Achievable, Realistic, Time-bounded*

Objectives can relate to *outputs* as well as *outcomes* and *impacts* (see definitions below)

Measures of Success (Indicators)

Measures of Success are there to tell you how successfully your objectives have been achieved. Measures of Success forms part of the project monitoring system. Each objective needs at least one measure of success.

Data Collection

For each indicator you need to think about how this data will be collected and stored, so it can be analysed at a later stage.

Targets/Benchmarks

You might want to set targets for some of the indicators (primarily output indicators and 'hard', measurable outcomes), this could be based on previous experience or other organisations experience. Benchmarks can also be set by conducting a pre-project survey to establish a 'baseline' before the actual project takes place.

Example

Increase the awareness of the brand among its key target audience

Generate media coverage comparable with or better than straightforward payment for advertising

Raise brand awareness as a sponsor of the arts/local community

Raise awareness of its physical location

Amount and nature of press coverage

Brand recognition among its target audience

Increase the footfall to its shop premises

Press cuttings / Media analysis

Questionnaire, Interviews, Focus groups

Value of PR greater than the equivalent advertising cost

10% increase in footfall

Hints

What do you hope will change as a result of the project?

When writing objectives use words that describe an action, such as: to run, to provide, to produce, to support, to create, to prevent.

Measures of success are the things you monitor to show that a change has taken place. If you cannot conceive of a way to measure an objective, then you should not include it.

Start with a simple system, making it more complex later. Use existing data collection and monitoring system when possible.

Targets and benchmarks are useful in measuring success, BUT needs to be handled with care, as Evaluation is also about capturing unintended outcomes.

Definitions: Output, Outcomes, Impact

Outputs: Outputs are quantifiable, such as number of people attending, number of press articles, webpage hits etc.

Outcomes: All the changes and effects that happen as a result of your work (intended and non-attended)

Impact: Is the long-term change – the broad, longer-term effects of your work.

Quick Evaluation Guide – Brand & Marketing

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The Context

The development department of a regional theatre had been speaking to the local carpet manufacturer for a long time about sponsoring one of its plays, but found it difficult to prove the business case for the support. But when the theatre programmed a new play as its Christmas pantomime, an opportunity arose. A very creative development manager, proposed a themed family activity day at the site of the carpet manufacturer. Theatre staff knew all about how to involve kids in dressing up, street performance and crafts – as well as how to orchestrate publicity for the event. To top it off, they ran a competition to design a real magic carpet, that would be manufactured and presented to the winner.

Aim(s): To raise awareness of the company brand and products

Activities: Cash sponsorship of the Theatre
Street performance and activities involving kids and their parents at the premises of the company

Objectives	Measures of Success	Data Collection	Benchmarks	Outcomes
Generate publicity around the sponsorship	Number of mentions in the media (newspapers, magazines) Amount of air time on radio or TV?	Press Cuttings/ monitoring the media	1 article in local newspaper 1 short radio interview	14 minutes' radio coverage, 3 x colour photographs and two articles in regional newspaper
To improve brand recognition among the target group	Sponsor recall (aided/unaided) Brand recognition among target audience	Pre/Post Participant Interviews Theatre Audience survey	Compare it to the data collected from recent advertising campaigns	Of the participants involved in the Kids activity day there was a 80% unaided recall rate; 20% unaided recall rate among the theatre goers that had not taken part in the activity day
To generate PR/ Marketing benefits at a lower cost than traditional advertising	Equivalent Advertising Value of the press/ media coverage	Press Cuttings / Media monitor	Value of PR greater or equal to the equivalent cost of advertising	£9,000 worth of advertising, for a £5,000 sponsorship
Raise brand awareness as a sponsor of the arts/ local community	To position the company as a partner in the local community	Interviews/ questionnaire of the kids and their parents	Generate positive attitudes from the community, and increased awareness of the work that the company is doing	77% of participants said the kids activity day was a great initiative and that it reflected positively on the company's name and brand
Raise awareness of its physical location, and hence increase footfall	How many new clients have been acquired (6-12 months after)	Monitor the footfall in the company's shop premises	Compare it to increase in footfall as a result of an advertising campaign of similar costs	35% increase in monthly footfall as a result of the event taking place on the company's premises
Get sales staff to think creatively about how to market the company and its products	Sales staff's attitudes to the art sponsorship as a sales tool To what extent did it make staff think differently about reaching its end customers	Staff questionnaire/ Interviews	Positive feelings from majority of sales staff about the effectiveness of the sponsorship	60% of staff found the sponsorship an effective way of reaching their target customers. 58% said it made them think differently about how they target customers

Quick Evaluation Guide – Questionnaire

Simple Audience Interview/Questionnaire (example):

Do you remember who sponsors the current Theatre performance? (Unaided)

Yes No

If NO, do you remember Company X? (Aided)

Yes No

Are you an existing customer of Company X?

Yes No

How important do you feel it is for Company X to be involved in supporting the local arts and the community?

On a scale from 1 to 5 (1= not important at all, 5= very important)

1 2 3 4 5

How strongly do you agree/disagree with the following statements?

On a scale from 1 to 5 (1= strongly disagree, 5= strongly agree)

a) *I am more aware of Company X and its products as a result of their sponsorship of the Theatre*

1 2 3 4 5

b) *I am more likely to visit Company X as a result of their sponsorship of the Theatre*

1 2 3 4 5

c) *I am more likely to visit Company X as a result of their sponsorship of the Theatre*

1 2 3 4 5

d) *Supporting the arts makes me think of Company X in a more positive light*

1 2 3 4 5

Quick Evaluation Guide – CSR

Aims

It's the prime purpose of the project and the changes you hope to achieve as a result of your work

Objectives

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Objectives can relate to *outputs* as well as *outcomes* and *impacts* (see definitions below)

Measures of Success (Indicators)

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Data Collection

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Targets/Benchmarks

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Example

Increase the company's presence and involvement in the community

To add value to current art sponsorship by extending the partnership to involve engagement in the community

To make staff and the local community feel that the company is actively engaging in social issues

Community and staff participation

Measure community's and staff's attitudes towards the company

PR and media response

Outcomes/impact on the local community

Pre- and Post Questionnaire, Interviews, Focus groups, statistics

Significant changes in attitudes among staff/community

Deliver social and economic benefits to the community

Hints

What do you hope will change as a result of the project?

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Definitions: Output, Outcomes, Impact

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Quick Evaluation Guide – CSR

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The Context

One of the city's largest shopping malls has for the last 3 years been troubled by anti-social behaviour caused by youths during the school holidays in August. The management company of the shopping mall has increased security during this month, but instead of reducing the number of incidents – there has been an escalation of violence against staff. In a radical move, the company decided to team up with two of the city's best jazz and rap groups to create daily workshops for young people throughout August, thereby keeping them off the street. The workshops culminated in a final concert held in the atrium of the shopping mall.

Aim(s):	To enrich lives for young and socially excluded people To reduce the level of anti-social behaviour during the month of August
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Activities:	A series of music workshops will take place during the course of the summer, building up to a final performance in the shopping mall The workshops will include young people and staff
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Objectives	Measures of Success	Data Collection	Benchmarks	Outcomes
To promote social inclusion and dispel some of the myths around youth culture and young people, which in turn will reduce fear of crime	Better understanding of what it means/ feels like to be socially excluded Changing attitudes among staff towards young people	Pre/Post Staff interviews/questionnaire	Establish baseline data before the workshops	45% of staff said they had a better understanding of how it feels to be socially excluded
To learn to deal with anti-social behaviour and young people in a non-confrontational way	More confidence in dealing with the problems Reduction in number of assaults and threats	Pre/Post Staff interviews/questionnaire	Establish baseline data before the workshops	60% decrease in assaults and threats directed towards staff
Increase self confidence in young people participating in the workshop	Do the participants feel that their self confidence has increased as a result of the workshop? ...feel that the workshop has given their life a different dimension/meaning ... intend to continue working with music as a result of the workshops	Pre/Post workshop participant interviews/questionnaire	Establish baseline data before the arts based intervention	65% felt more confident after the workshop 70% intended to continue being involved in new music. Three new rap groups were formed as a result of the initiative. These have performed several times in the shopping centre after the workshop finished
To promote a sense of social inclusion among young people from the area	Are the participants feeling that the general community in which they live cares about young people from their area?	Pre/Post workshop participant interviews/questionnaire	Establish baseline data before the arts based intervention	70% of the participants felt that this initiative made them feel part of the community rather than outsiders
To improve the attitudes among young people towards the company and its staff	Perception of the company and its staff among the participants	Pre/Post workshop participant interviews/questionnaire	Establish baseline data before the arts based intervention	78% of the young people said it was a great initiative and felt very positive towards the staff
Reduce fear of crime and anti-social behaviour among retailers and in the community	Do shopping mall visitors feel safer as a result of the initiative?	Questionnaires/ interviews carried out in the shopping centre	Previous survey showed that more than 60% of shopping centre visitors were afraid and intimidated	35% of the visitors still felt intimidated by the youth in the shopping centre

Quick Evaluation Guide – Questionnaire

Simple Questionnaire (example):

Are you ever worried about your personal safety when coming to the shopping mall?

- Yes, always
- Yes, sometimes
- Never
- Don't know

Have you ever been a victim of abuse, threats or assaults within the premises of the mall?

- Yes
- No

What do you think about an initiative that aims to get young people off the street and away from anti-social behaviour and into practising music?

Are you aware of the music workshops for young people that have taken place in the shopping mall?

- Yes
- No

If yes, how important do you think this community initiative is for the well-being of the community using and working in the shopping mall?

On a scale from 1 to 5 (1= not at all important, 5= very important)

- 1
- 2
- 3
- 4
- 5

Do you feel safer as a result of this initiative?

- Yes
- No
- Don't know

Do you agree with the Shopping Mall's decision to tackle anti-social behaviour through engagement rather than confrontation is the right one?

- Yes
- No
- Don't know

If not, why?

How important do you think it is for local businesses to be involved in the community in this way?

On a scale from 1 to 5 (1= not at all important, 5= very important)

- 1
- 2
- 3
- 4
- 5

Quick Evaluation Guide – Staff Involvement

Aims

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Objectives

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Targets/Benchmarks

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Example

To raise level of job satisfaction and personal development

Help local community

To increase the level of job satisfaction and thereby retention levels

To help staff develop new skill sets

To create stronger links with the local community

Level of staff participation

Measure staff's level of job satisfaction

Changes in staff's skill sets

Staff surveys and other feedback mechanisms

Pre- and Post Questionnaire, Interviews, Focus groups

Number of staff participating

Staff involvement having a positive impact on their personal development

Historic retention rate

Hints

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Quick Evaluation Guide – Staff Involvement

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The Context

Staff involvement is firmly integrated in company X's community investment philosophy. They believe that volunteering and staff involvement help develop valuable skills in staff. It offers balance to their everyday roles, as well as bringing the local community closer to the company. The company has been involved in various volunteering/community programmes, but has recently been approached by a not-for-profit art gallery to help set up and run a series of educational workshops for children.

Aim(s):

To raise level of job satisfaction and personal development among staff
Help the local community from which 80% of staff is drawn

Activities:

Group of 20-25 staff responsible for setting-up and running workshops for children, with assistance and help from the gallery's community arts officer

Objectives	Measures of Success	Data Collection	Benchmarks	Outcomes
Increase the level of 'job satisfaction' by encouraging staff involvement in activities outside work	How important do you find your engagement with the community project for your happiness at work?	Pre/Post Staff interviews/questionnaire	Establish 'job satisfaction' baseline data before the project takes place	75% of participants said it had a positive effect on their level of job satisfaction.
To increase interaction between staff in the organisation	As a result of the community workshop initiative, do you feel you know more about your colleagues?	Pre/Post Staff interviews/questionnaire	Establish baseline data before the project takes place	85% said that the project had created an opportunity to get to know their colleagues better.
To develop a new set of skills and experiences	Personal and/or Professional development? What skills do you think you have developed as a result of your involvement? How important are these skills for: Confidence at work? Happiness at work? Loyalty towards the company?	Pre/Post Staff interviews/questionnaire	Establish baseline data before the project takes place	70% said it was very important for their personal development. A large majority (67%) said they had developed Creative thinking, 'thinking outside the box', teamwork, and communication skills.
To reduce staff turnover rates	Increase retention levels among employees involved in the staff involvement/volunteering programme	HR Data	Compare retention rate among participants/non-participants	1 in 25 (4%) of staff participants left the company after the community workshops (12 month after). This compares to a company average of 12% per annum.
To establish closer links with the local community	Number of children involved Attitudes among children towards the company and its staff.	Interviews/questionnaire	Participation of 250 children is expected Positive attitudes among children and their parents	200 children participated in the workshop. 72% of the children said they had enjoyed the event very much
Create PR opportunities	Number of media mentions of the project and the company's involvement	Press cuttings	Generate at least one article in the press	3 articles in local press + 1 min slot on the regional TV news. Est. Equivalent cost: £3,500.

Quick Evaluation Guide – Questionnaire

Simple Questionnaire (example):

How important are the following factors for your job satisfaction?
On a scale from 1 to 5 (1= not important at all, 5= very important)

	1	2	3	4	5
a) Salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Professional Development opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Personal Development opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Office environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How strongly do you agree/disagree with the following statement?
On a scale from 1 to 5 (1= strongly disagree, 5= strongly agree)

The involvement in the community project...

	1	2	3	4	5
a) Offers the satisfaction of 'giving back' to society	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Develops new skills and enhances existing ones	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Encourages you to interact with your colleague in a new way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Is fun and offers a welcome break from the daily work routine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Helps to break down barriers between different sections of society	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Demonstrates commitment to building healthy communities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g) Improves company image and can help reinforce brand loyalty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

To what extent do you feel you have developed the following?
On a scale from 1 to 5 (1= not at all, 5= to a very large extent)

	1	2	3	4	5
a) Thinking creatively and 'outside the box'	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Communication and presentation skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Leadership skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Knowledge about other sectors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Teamwork	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Confidence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What has been the most significant outcome of your involvement in this community project?

Do you feel more loyal towards the company as a result of its encouragement to participate in the community project?

- Yes
 No
 Don't know

Quick Evaluation Guide – Arts Based Training

Aims

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Objectives

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Example

Limit the risks of losing staff to our competitors

To create a better staff environment through a number of arts based training sessions

To make staff feel that the company is positively different from its competitors

Staff participation (take-up)

Measure staff's attitudes

Number of staff leaving the company, number of staff taking sick leave

Staff surveys and other feedback mechanisms

Pre- and Post Questionnaire, Interviews, Focus groups

Number of staff attendance

% of staff responding positively to the arts based intervention

Historic retention rate

Hints

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Quick Evaluation Guide – Arts Based Training

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The Context

A theatre company has partnered up with a local accounting firm to provide a series of arts based training sessions. The reason for the company seeking help from the theatre company is that they have recently bought another company in a neighbouring town, and are faced by the ongoing friction between the two corporate cultures. The friction stems from their history as fierce competitors and the lack of communication between the two businesses at the moment. After several failed attempts of solving the difficult situation, the HR manager has decided to try an entirely new approach, after having met the local theatre director at a recent networking event organised by Arts & Business.

Aim(s):

To prevent staff from leaving as a result of the 'negatively charged' environment
To see an increase in new client acquisitions as a result of the merger

Activities:

Staff rotation (physically move staff between the two locations)
Role play
Forum Theatre

Objectives	Measures of Success	Data Collection	Benchmarks	Outcomes
Create mutual awareness of the two corporate cultures	How much do you know about the 'other' company and its staff?	Pre/Post staff interviews/ questionnaire	Establish baseline data before the arts based intervention	40% of staff said they knew a lot about the 'other' company post-intervention. (compared to 15% <u>before</u>)
To improve communication between staff of the two companies	Frequency of contact Type of communication with staff from the other company	Pre/post staff interviews/ questionnaire	Establish baseline data before the arts based intervention	Average frequency of contact was 2.3 days a week, <u>after</u> intervention – compared to 1.1 before
To create a mutually positive perception of the other company and its staff	Do you view the other company and its staff as competitors or colleagues?	Pre/post staff interviews/ questionnaire	Establish baseline data before the arts based intervention	35% of staff perceived the other company as competitors <u>before</u> the intervention, only 10% felt the same way <u>after</u> the arts based intervention
To bring the two corporate cultures together	To what degree do you describe your organisation in terms of us and them?	Pre/post staff interviews/ questionnaire	Establish baseline data before the arts based intervention	Only 5% of the staff described the 'other' organisation as 'us' before the intervention, this increased to 35% after the intervention
To increase client base in a 12 month period	How many new clients have been acquired post the arts based intervention (12 months after)	Data collected from Finance and Accounts department	Number of clients before the arts based intervention	The total number of clients before the intervention was 230, this remained the same after the arts based intervention
To prevent key staff leaving the company	How many key employees have left the company in the last 12 months	Data collected from HR department	Number of key employees before the arts based intervention General staff turnover in both organisations	Both organisations lost 20 key employees after the merger (before intervention). Only 2 employees had left after the intervention

Quick Evaluation Guide – Questionnaire

Simple Staff Questionnaire (example):

This questionnaire could be used pre- and post- arts based intervention (anonymity of staff responses are needed)

How much do you feel you know about Company A and its staff?

On a scale from 1 to 5 (1= nothing at all, 5= a lot)

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How often do you speak to staff at Company A??

- a) Every day
- b) 2-3 days a week
- c) Once a week
- d) Seldom
- e) Never

How would you describe your feelings towards Company A and its staff?

On a scale from 1 to 5 (1= very negative, 5= very positive)

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How do you describe the staff of Company A, do you use 'them' or 'us'?

- a) us
- b) them

To what extent do you feel the two companies are working towards the same goal?

On a scale from 1 to 5 (1= not at all, 5= to a large extent)

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If you answered 2 or below, why do you think that is the case?

Do you see yourself working in the company beyond the next 12 months?

- Yes
- No
- Don't know

Quick Evaluation Guide – Corporate Art Collections

Aims

It's the prime purpose of the project and the changes you hope to achieve as a result of your work

Objectives

These are the specific things the partners want to achieve, and can be seen as the steps to be taken to achieve the overall aim. Objectives describe the areas of activity you will undertake to achieve your aims. Objectives should be *SMART* – *Specific, Measureable, Achievable, Realistic, Time-bounded*

Objectives can relate to *outputs* as well as *outcomes* and *impacts* (see definitions below)

Measures of Success (Indicators)

Measures of Success are there to tell you how successfully your objectives have been achieved. Measures of Success forms part of the project monitoring system. Each objective needs at least one measure of success.

Data Collection

For each indicator you need to think about how this data will be collected and stored, so it can be analysed at a later stage.

Targets/Benchmarks

You might want to set targets for some of the indicators (primarily output indicators and 'hard', measurable outcomes), this could be based on previous experience or other organisations experience. Benchmarks can also be set by conducting a pre-project survey to establish a 'baseline' before the actual project takes place.

Example

Create a more 'vibrant' and inspirational work environment

To create an inspirational work environment

To actively engage staff in the art selection process, and improve internal communication

To use the collection for client entertainment purposes

Staff participation (take-up)

Measure staff's attitudes to their new work environment

Client participation

Staff surveys and other feedback mechanisms

Pre- and Post Questionnaire, Interviews, Focus groups (employees and other stakeholders)

Staff attendance

Effect on their attitudes and loyalty towards the company

Hints

What do you hope will change as a result of the project?

When writing objectives use words that describe an action, such as: to run, to provide, to produce, to support, to create, to prevent.

Measures of success are the things you monitor to show that a change has taken place. If you cannot conceive of a way to measure an objective, then you should not include it.

Start with a simple system, making it more complex later. Use existing data collection and monitoring system when possible.

Targets and benchmarks are useful in measuring success, BUT needs to be handled with care, as Evaluation is also about capturing unintended outcomes.

Definitions: Output, Outcomes, Impact

Outputs: Outputs are quantifiable, such as number of people attending, number of press articles, webpage hits etc.

Outcomes: All the changes and effects that happen as a result of your work (intended and non-attended)

Impact: Is the long-term change – the broad, longer-term effects of your work.

Quick Evaluation Guide – Corporate Art Collections

* Please note that the example used below is for illustration purposes only, and the data is not extracted from an actual evaluation.

The Context

A local financial services company with just over 70 employees has just moved into new premises, and after consultation with staff has decided to do something about the uninspiring and sterile work environment. The management of the company decided to invest in art on the walls and they agreed to buy and commission work by living artists in the area, and hence support local talents and creativity.

Aim(s):

To create an inspirational and creative work environment
To encourage staff involvement, to support local artists

Activities:

Artist sourcing, selection and curating carried out by staff with assistance of local curator
Artists-in-residence programme (site-specific work)
Events programme for staff and clients (private views, talks and tours)

Objectives	Measures of Success	Data Collection	Benchmarks	Outcomes
Create a visually inspirational and uplifting work environment	How would you describe the new office environment? or To what degree would you say that the office environment is uplifting?	Staff questionnaire	Large majority of staff finding the environment inspiring	80% of staff said they found the current office environment <u>inspiring</u> .
Increase the level of job satisfaction by encouraging active involvement in building up the collection	How important do you find your engagement with the art collection for your happiness at work?	Pre/post staff interviews/questionnaire	Establish job satisfaction baseline data before the art collection initiative takes place.	65% of active participants said it had a positive effect on their level of job satisfaction.
To increase interaction between staff in the organisation	As a result of the art collection initiative, do you feel you know more about your colleagues? To what degree has this improved the internal communication?	Pre/post staff interviews/questionnaire	Establish job satisfaction baseline data before the art collection initiative takes place.	75% of staff responding that they knew very little about their colleagues (in the pre- questionnaire), said that the art collection had created an opportunity to get to know their colleagues better.
To create PR and marketing opportunities	Number and nature of mentions in the media (printed press, radio). Estimate the Advertising Equivalent Value.	Press cuttings, Air time	Create £5,000 worth of Advertising Equivalent Value. Position the company as staff friendly and innovative	One full page spread in one of the city's major papers. Created a lot of interest from other companies that would like to establish a similar model.
Use the art collection and art acquisitions as a focal point to entertain existing and recruit new clients.	Retention rate levels. Customer satisfaction How many new clients have been acquired post the art collection initiative (12 months after)	Data collected from Finance and Accounts department	Number of clients before the art collection initiative (against number of clients after the initiative has been running for 6 months)	The total number of clients before the intervention was 55, this increased to 65, but the retention rate of existing clients improved radically (30%)
To work with local artists, and support their careers	Number of artists involved, and the impact on their careers	Interviews or presentation by artists	Involve 10 local artists within the first year, and promote their careers to staff and clients.	Bought and commissioned work from 11 local artists. 4 of these artists have sold work to clients of the company as a result of the client private views.

Quick Evaluation Guide – Questionnaire

Simple Staff Questionnaire (example):

How important are the following factors for your job satisfaction?

On a scale from 1 to 5 (1= not important at all, 5= very important)

	1	2	3	4	5
a) Salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Colleagues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Professional Development opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Personal Development opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f) Office environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How would you best describe your current office environment?

On a scale from 1 to 5 (1= not inspiring at all, 5= very inspiring)

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How often are you meeting up with your colleagues to discuss/work on the corporate art collection?

On a scale from 1 to 5 (1= not at all, 5= to a very large extent)

a) Once a week	<input type="checkbox"/>
b) Once a month	<input type="checkbox"/>
c) Once every 3 months	<input type="checkbox"/>
d) Never	<input type="checkbox"/>

How well do you feel you know your colleagues?

On a scale from 1 to 5 (1= not at all, 5= very well)

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How strongly do you agree/disagree with the following statements?

On a scale from 1 to 5 (1= strongly disagree, 5= strongly agree)

	1	2	3	4	5
a) The art collection has become a focal point for staff gathering and interaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) The art collection has created a more inspiring work environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) I feel happier at work after the art collection initiative started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) I have a better understanding of visual art and artistic processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) The art collection has become an effective platform to entertain our clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What do you consider the most significant outcome of this company initiative?

Any suggestions for how the Art Collection initiative could be improved?

Quick Evaluation Guide – Corporate Hospitality

Aims

It's the prime purpose of the project and the changes you hope to achieve as a result of your work

Objectives

These are the specific things the partners want to achieve, and can be seen as the steps to be taken to achieve the overall aim. Objectives describe the areas of activity you will undertake to achieve your aims. Objectives should be *SMART* – *Specific, Measureable, Achievable, Realistic, Time-bounded*

Objectives can relate to *outputs* as well as *outcomes* and *impacts* (see definitions below)

Measures of Success (Indicators)

Measures of Success are there to tell you how successfully your objectives have been achieved. Measures of Success forms part of the project monitoring system. Each objective needs at least one measure of success.

Data Collection

For each indicator you need to think about how this data will be collected and stored, so it can be analysed at a later stage.

Targets/Benchmarks

You might want to set targets for some of the indicators (primarily output indicators and 'hard', measurable outcomes), this could be based on previous experience or other organisations experience. Benchmarks can also be set by conducting a pre-project survey to establish a 'baseline' before the actual project takes place.

Example

To develop a loyal VIP client base, and to differentiate itself from the competition

To offer VIP clients a unique and memorable experience

To attract a specific VIP audience (e.g. female)

To increase customer loyalty and differentiate from competitors

How different/new/memorable was the event compared to earlier experiences?

Number of females participating in the event

Client surveys and other feedback mechanisms

Questionnaire, Telephone Interviews

Female VIP attendance up from previous events

% of clients responding positively to the event

Hints

What do you hope will change as a result of the project?

When writing objectives use words that describe an action, such as: to run, to provide, to produce, to support, to create, to prevent.

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Definitions: Output, Outcomes, Impact

Outputs: Outputs are quantifiable, such as number of people attending, number of press articles, webpage hits etc.

Outcomes: All the changes and effects that happen as a result of your work (intended and non-attended)

Impact: Is the long-term change – the broad, longer-term effects of your work.

Quick Evaluation Guide – Corporate Hospitality

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The Context

A large media company has been sponsoring one rugby and one cricket event per year as the highlight of their annual corporate hospitality calendar. The event is partly a thank you to VIP clients and also a great opportunity to network in a social and relaxed atmosphere. The events have been very successful with a largely male audience, but less so with a number of the female VIP clients. The company has decided to substitute one of the sports events with a tailored arts event, after having been approached by the organisers of a jazz music festival.

Aim(s):

To develop a loyal VIP client base, and to differentiate from the competition
 Increase the participation of female VIPs
 Actively engage staff in the arts event – to increase knowledge and understanding

Activities:

Evening Concert (VIP box)
 Backstage dinner with musicians with special performance
 Jazz workshop with staff pre-concert

Objectives	Measures of Success	Data Collection	Benchmarks	Outcomes
Create an event that attracts a larger female VIP audience than its sports hospitality events	Number of females attending the event Number of new clients attending the event	Guest list	Compare results to previous sports events, expect increase in females attending the event	60% more female VIPs attended the event. 80% of these had never attended an event organised by the company before
Measure level of client satisfaction	Level of satisfaction among female/male participants	Client satisfaction survey/Questionnaire	Same level of satisfaction as the sports events. Historic average of 60% said they were very happy with these events	70% said they were very satisfied with the event. A further 25% said they were satisfied and only 3% said they were unhappy
Differentiate the corporate hospitality from that of its competitors	Have you been attending similar events run by other media companies?	Client satisfaction survey/Questionnaire	New and unique among a majority of the VIP clients.	Only 10% of the clients had experienced similar events, and only 4% said they've been offered a similar experience by a competitor
Increase the loyalty towards the company's client events.	Are you likely to attend similar events in the future?	Client satisfaction survey/Questionnaire	Match the repeat attendance of the sports events which currently stands at 65%	A very significant 90% of the clients said they would attend similar events in the future.
Increase knowledge about jazz music among staff to make them more involved in and to take ownership of the event.	Level of knowledge Measure attitudes among staff towards the event.	Staff questionnaire pre/post workshops, also pre/post hospitality event.	Heightened awareness of why the company is sponsoring this event, improved knowledge about jazz and why it is an effective way of reaching out to new clients	80% of staff found the jazz workshops a very useful introduction ahead of the event itself, and helped them engage with clients more effectively 75% of staff felt this event was as effective as the sports event

Quick Evaluation Guide – Questionnaire

Simple Questionnaire (example):

Is this the first time you have attended an event organised by company X??

- a) Yes
- b) No
- c) Cannot remember

Have you participated in a similar type of art/cultural event before?

- a) Yes
- b) No
- c) Cannot remember

If yes, was that a corporate hospitality event?

- a) Yes
- b) No
- c) Cannot remember

In terms of satisfaction, how would you rate the following elements of the evening?

On a scale from 1 to 5 (1= very poor, 5= extremely satisfied)

- | | 1 | 2 | 3 | 4 | 5 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| a) The concert itself? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b) The VIP box? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c) The back-stage dinner together with the musicians? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d) Networking opportunities? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Would you attend a similar event in the future?

- a) Yes
- b) No
- c) Don't know

What would you describe as the highlight of the evening?

The company has historically sponsored sport events. What do you think about the company's involvement in the arts?

Quick Evaluation Guide – Data Collection Methods

Data Collection	Advantages	Disadvantages	To be Effective
Phone Interviews Sample size: relatively limited Response rate: relatively good Turnaround time: very fast Cost: moderate cost Suitability: good for gathering relatively simple data	<ul style="list-style-type: none"> The interviewer can clarify questions if answers are not understood It is the fastest method to collect information and has a better response rate than mail surveys It is the least expensive type of interview 	<ul style="list-style-type: none"> There is no opportunity to establish a rapport with the interviewee The scope of the survey is necessarily limited Respondents tire quickly during the interview 	<ul style="list-style-type: none"> Develop a short, concise, clear script Test the questions to be asked with project team members and several potential respondents Contact the respondent before the interview and gain agreement to the interview
Mail/Email Surveys Sample size: very broad Response rate: relatively low Turnaround time: slow Cost: very low to moderate Suitability: good for gathering either quantifiable or non-sensitive data	<ul style="list-style-type: none"> Can be answered at the interviewee's own time and place The answers are not as susceptible to bias It can reach more people It is easier to administer and easier to compile 	<ul style="list-style-type: none"> There is no control over who will respond There is no rapport with the interviewee 30% to 40% response rate is considered very good, with the typical response rate being closer to 10% There is a lower probability of getting detailed information There is no opportunity to clarify ambiguous answers 	<ul style="list-style-type: none"> Develop a questionnaire with short, concise, clear questions, not susceptible to ambiguous answers Test the questions to be asked with project team members and several potential respondents Contact the respondent before and after the survey is distributed Make the survey quick and easy to complete (try for a survey that takes no more than 30 minutes to complete) Include a pre-paid envelope with the questionnaire Ask for permission to follow up on any answers that are unclear and ask for a contact number and best time for contact
Focus Groups Sample size: relatively limited Participation rate: relatively good Turnaround time: good Cost: moderate to high Suitability: good for gathering either simple or highly detailed data	<ul style="list-style-type: none"> The interviewer can clarify questions if answers are not understood It can be used to gather data from multiple sources concurrently The group interaction provides an immediate validation of the data gathered 	<ul style="list-style-type: none"> The group can easily get off the topic if not facilitated properly 	<ul style="list-style-type: none"> Distribute the agenda well before the meeting Ask the participants to introduce themselves Give the participants a concise background of the project, tell them why they were invited and define the goals of the meeting Document the proceedings and forward a copy of the proceedings (see next item) to all participants

Quick Evaluation Guide – Data Collection Methods

- A. Brief outline of the Project and its main activities
- B. Outline the objectives of the Project together with the associated outputs, outcomes or impacts associated with these objectives
- C. Details of the activities taking place
- D. Summary and Recommendations for the future

A Project Outline:

Project Summary
Description of main activities
Description of the business partner
Description of arts partner

B Objectives & Outcomes:

Objectives	Outcomes

C Details of activities:

Diary of Events
Quotes
Press/Awards Listings
Images from the Project

D Summary & Recommendations:

What can be improved for the future?
Key success factors?
In what way have you (the partners) used the findings of the evaluation? [Organisational learning, evidence building, secure future funding]
Next steps?

Suggested Further Reading

- Did it make a difference? Evaluating community-based arts and business partnerships, Arts & Business 2001
- Did it deliver? Evaluating arts-based training inside Arts & Business 2001
- Did it work for you? Evaluating business sponsorship of the arts, Arts & Business 2001
- Developing Aims and Objectives, Gill Whiting, Charities Evaluation Services
- Managing Outcomes, Sara Burns and Sally Cupitt, Charities Evaluation Services

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